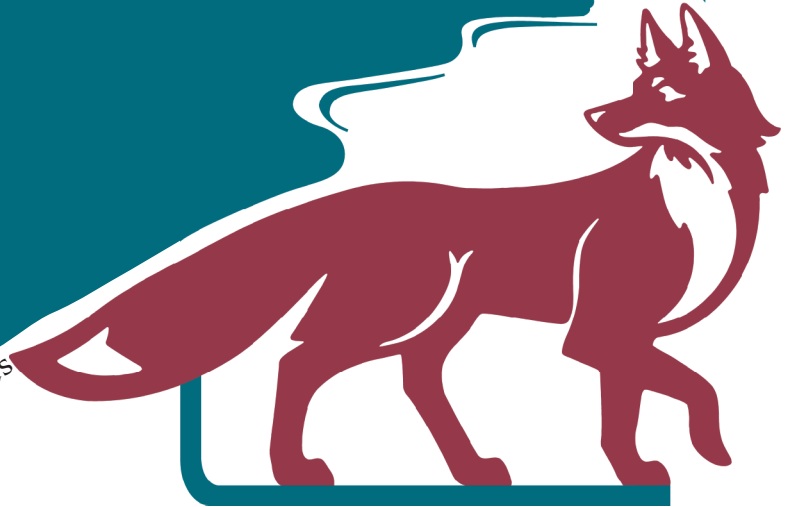


City of St. Charles Illinois



The greatest thing in this world is not so much where we are, but in which direction we are moving. - Oliver W. Holmes

2004 Business Plan



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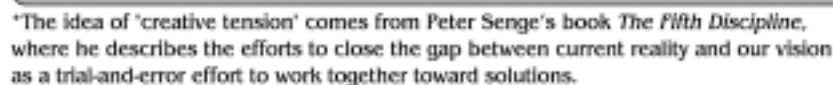
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The very essence of leadership is that you have to have a vision.
You can't blow an uncertain trumpet.

- Theodore Hesburgh
Priest, Educator, President Emeritus
of the University of Notre Dame





Our Past

The vision

describes our

destination. It is a

picture of the physical

and social

Our Future

characteristics that the

community believes

are most important.

We used 20 citizen

focus

Our Vision

Encompasses . . . groups to assist with

the development of

our vision statement.

The beautiful setting, convenient location, and abundant natural resources provided by the Fox River and its surroundings allowed the City of St. Charles to evolve from a small river settlement in 1833 to the proud community it is today. St. Charles has become a dynamic, prosperous city with a strong economic base and quality schools, parks and services. St. Charles' attractiveness and location create pressures for growth in housing, retail, and employment as more people seek to become part of the community. This growth challenges us to create new ways to preserve our character, manage direct impacts such as increased traffic, and maintain quality services.

We will preserve our *unique character* as a dynamic, prosperous city, *maintaining the small town charm, the natural beauty of the Fox Valley*, and the quality schools, parks and services that make St. Charles distinct. *Our historic downtown* is the heart of the community, and keeping it healthy and vibrant is essential. Building on our heritage, we will *balance nature and development*, ensuring St. Charles remains a *safe and desirable place to live and work* for generations to come. We aspire to be a community where all modes of *transportation can provide safe and efficient access* to our amenities. To create this future we will *foster community participation* while *embracing the diversity* that comes with change.

. . . preserving the unique character found in our historic downtown area and neighborhoods.

. . . plentiful parks and natural areas with the Fox River as a focus.

. . . balanced development that occurs at a moderate pace and harmonizes with our small town character.

. . . a safer, more efficient transportation system that serves pedestrians, bicyclists, and motorists alike.

. . . an enhanced quality of life with an optimal balance of goods, services and activities available to residents.

. . . a safe living and working environment.

. . . multiple opportunities for citizens to participate in shaping the community's future.

. . . recognizing and embracing diversity in our community.

- Preserving the unique character found in our historic downtown area and neighborhoods:
 - Maintain, restore, and effectively use existing buildings and neighborhoods
 - Foster a healthy and vibrant downtown
 - Nurture and protect architecturally and historically significant properties
 - Preserve the quaint historic character of the downtown area
 - Provide a variety of shopping downtown with outdoor seating and places to relax
- Plentiful parks and natural areas with the Fox River as a focus:
 - Maintain and enhance the riverfront for public benefit
 - Provide parks and open space
- Balanced development that occurs at a moderate pace and harmonizes with our small town character:
 - Plan infrastructure improvements to keep pace with expected growth
 - Strong guidelines as part of the review process
 - Landscaping and parkway trees to soften the hard surfaces of buildings and paving
 - Stewardship of wooded areas, wetlands, and other natural resources

Concepts for Implementing Our Vision

- A safer, more efficient transportation system that serves pedestrians, bicyclists, and motorists alike:
 - Another Fox River bridge to divert truck and through-traffic from Route 64
 - Enforcement focused on high traffic areas
 - Creative approaches to reward good driving habits
 - Bike paths to all areas of the community
 - Pedestrians have easy access to commerce and community activities
 - Public transportation links to reduce traffic and serve diverse users (workers, seniors, youth)
- An enhanced quality of life with an optimal balance of goods, services and activities available to residents:
 - High cooperation among business owners, Downtown St. Charles Partnership, Chamber of Commerce, St. Charles Convention & Visitors Bureau, the City, and other organizations
 - A focus on restaurants and entertainment in the downtown area
- A safe living and working environment:
 - Control substance abuse
 - Allocate adequate resources to provide a safe environment for residents, workers, and visitors
- Multiple opportunities for citizens to participate in shaping the community's future:
 - Actively provide forums for community participation in setting goals

- Communicate results and milestones to citizens
- Residents are well informed
- Recognizing and embracing diversity in our community:
 - Activities and services for needs and interests of residents of all ages
 - Reasonable balance in income levels
 - Foster diversity of housing types and prices
 - Cultural options that meet the interests of residents and attract visitors
 - People of all ages and backgrounds respect each others' viewpoints



Quantitative

The City relies on a variety of quantitative and qualitative methods to gather information about current conditions and perceptions. These information sources establish the current reality and provide a sense of the effort required to achieve the City's vision.

Customer Surveys

Surveys are an integral part of our effort to assess the City's performance. The various surveys used by the City are described on pages 12 through 15.

Financial Trends Report

Each year, the City reviews a group of trends that are important to understand in the planning stages. The report contains indicators that are grouped into six categories:

- Community Growth Trends - These indicators were developed to provide information about trends in the community that influence the financial performance of the City.
- Comparative Trends - This data compares the financial health of the City to comparable communities.
- Revenue Trends - These trends provide detailed analysis concerning the City's property and sales tax base.
- Expenditure Trends - Understanding the City's revenue trends only presents a portion of the City's financial picture. Expenditure trends are analyzed in conjunction with revenue in order to understand the relationship between revenue and expenditure.
- Balance Sheet Trends - Plotting the position of these funds over a period of years provides insight into how much wealth the City has accumulated.
- Debt Service Trends - These trends provide an overview of the City's debt picture by including charts that illustrate general obligation debt and overlapping debt from other jurisdictions.

Financial Policies vs. Actual

Prior to May 1 of each year, the City Council adopts a formal budget for the upcoming fiscal year and estimates revenues and expenditures for three subsequent years. Policy goals assist the City in deciding what to include in the budget. The policy goals are divided into four areas: general, operational, debt and budgetary.

Comparison Performance Measurement

The City began comparison performance measurement by joining the International City Managers Association's Center for Performance Measurement last fiscal year and will annually compare its performance in various measures to communities of similar size.

Focus Groups

Community volunteers who have been trained by the City in facilitation skills lead small groups of citizens in discussions about topics of concern. Reports from these focus groups are presented to the City Council.

Business Calls

Each month, the Mayor, City Administrator and Economic Development Director meet with businesses from one geographic location in order to better understand their needs. It is also an opportunity for businesses to meet their neighbors and discuss topics of concern with the City and other organizations that provide services to the business community.

City Hall Housecalls

Citizens can request a housecall in which the mayor, city administrator, and aldermen visit at their home for an evening. These visits allow neighbors to discuss issues of interest and concern with city leaders in an informal setting.

Tuesdays Over Easy

Each month, a group of randomly selected employees are invited to breakfast with the city administrator. This provides an opportunity for employees to meet people from other departments and learn about other city services.

Listen and Learn

All supervisors who have more than one level of supervision meet periodically with every employee within their span of authority who does not report directly to them. This is intended to provide all supervisors with a better understanding of each employee's job.

Qualitative



While a vision describes where we are headed, the mission establishes our role in getting us to that destination. For example, our vision has quality schools as a key component of the City's future; however, the primary responsibility for fulfilling that portion of the vision would rest with the school district. The mission statement was formulated by the City Council so that we clearly understand our role in fulfilling the vision.

Stewardship

Maintain our existing physical and social character while building on our past successes to create a better future.

Engagement

Involve more people in the governing process to encourage a stronger sense of community, and gain input from different perspectives in order to make more informed decisions.

Collaboration

Work in partnership with individuals and organizations to provide solutions and effectively implement strategies for improvement.

. . . in order to...

- Maintain a high quality of life.
- Preserve our physical and social character.
- Instill a strong sense of community.
- Involve people in the governing process.
- Work together to create effective solutions.
- Provide for a safe and secure community.
- Shape the future from our heritage.



Core Values

- Treat customers with courtesy, respect and dignity at all times.
- Take personal responsibility for exceeding customer expectations.
- Seek a positive approach to problem solving.
- Stimulate innovation and continuous improvement.
- Recognize individual and team contributions.
- Instill pride and professionalism in the workplace and the community.
- Adapt quickly to change.
- Commit to professional growth.
- Recognize that today's public policy decisions will determine tomorrow's community.
- Recognize the value of proactive planning as an important community resource.
- Identify trends, anticipate problems, and develop innovative and cost-effective solutions.
- Do what's right even if it's unpopular.
- Recognize that integrity is the basis for trust in all relationships.
- Conduct our business ethically and honestly.
- Take responsibility for our actions.
- Encourage open communication, listening, and trust within the organization and in the community.
- Foster a partnership among citizens, elected officials and city staff.
- Encourage input and foster a free exchange of ideas.
- Strive to practice the behaviors and attitudes that we value.
- Set examples others will choose to follow.
- Be credible and honest.

An organization needs
Customer Focused

to be grounded in a

basic set of principles
Excellence

that guide its decision-
making. Core values

provide this type of
Future Oriented
guidance. Since these

principles are the basis
of ongoing decision-
Integrity

making, the City's core
values were developed

Openness *by the*
department directors

and approved by the
Lead by Example
City Council.

Citywide Goals



Using the City vision as a guide, and staying within the parameters established by the City's mission and core values, citywide goals (strategic initiatives) provide broad guidelines toward achieving the vision. Citywide goals are initially developed by the City Council and the department directors. Besides the Vision Statement, the basis used to formulate citywide goals is input from surveys and community focus groups.

1. Engage in a dialogue with citizens regarding the City's vision, mission, plans, programs and services.
2. Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.
3. Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.
4. Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.
5. Create and maintain a culture that promotes the safety, health and well-being of employees and their families.



Objectives, Strategies, and Performance Measures

Dr. Peter Senge (author of *The Fifth Discipline*, *The Fifth Discipline Fieldbook*, *The Dance of Change*) describes a phenomena labeled *creative tension* as the effort necessary to link current reality to our vision. The tension is created as we begin to think about the various alternatives available to reaching our vision. Goals, objectives, strategies, performance targets and resources are the tools that are used to resolve this tension. Various information sources determine current reality. Following are more detailed descriptions of each of these elements of the business plan . . .

Using the citywide goals for guidance, departments form objectives to specifically delineate the steps necessary to achieve a goal. Objectives generally have shorter time frames than citywide goals.

Strategies are even more specific than objectives. They lay out a fairly detailed plan as to how the objective will be achieved.

Performance targets are used to measure the success with which we meet our objectives. Performance measures are also used to identify how well we are managing our ongoing services. Whenever possible, performance measures should relate to the benefit provided the customer when the objective is achieved.

*Where goals and
objectives are absent,
there is an absence of
progress and
success.*

Objectives

- Peter Drucker,

Author and

Strategies

Consultant

Performance Targets



*Now the major
question . . . is not
whether to use
participation, but
how.*

- Rosabeth Moss

*Kanter, Author and
Professor at Harvard
Business School*

Many of the performance targets are based on information gathered from surveys. Each of the surveys that the City uses is described below.

Priorities Survey

Since 1996, the City has conducted a citywide survey of residents called the “Priorities” Survey. The services residents expect from their government, like police and fire protection, road maintenance, water and sewer service, are important for a healthy community but expensive to provide. Because there are many needs and a limited amount of money to meet those needs, the City asks residents to help set its priorities.

Each year, a random sample of residents is chosen from the utility billing database. Several questions ask those residents to rate how important it is that the City provides specific services, as well as how satisfied they are with the City’s ability to provide them. These items can be rated on a scale of “1” to “5,” with “1” being the best possible score a service can receive. Thus, on average, the closer a rating is to “1,” the better it is. The numbers are equivalent to the following scale:

- | | |
|-----------------------------------|-----------------------------------|
| 1 = Very Important/Very Satisfied | 4 = Unimportant/Dissatisfied |
| 2 = Important/Satisfied | 5 = Very Unimportant/Dissatisfied |
| 3 = Neutral | |

Business Retention

In 1998, the first Business Retention Survey was conducted. This survey is conducted every two years to identify and manage economic development issues and to assist the City in formulating pro-business policies. By understanding issues that are important to business owners and operators, St. Charles can maintain its reputation as a good place to do business.

A list of businesses within St. Charles is generated from the Economic Development Department sales tax database. This list includes manufacturing

businesses, those operating in an office environment, and the variety of businesses in our smaller business parks and multi-tenant buildings. Respondents are asked to rate several city services by considering how important they are in determining business location and how satisfied they are with the City's ability to provide those services. These items are rated on a scale of "1" to "5," with "1" being the best possible score a service can receive. Thus, on average, the closer a rating is to "1," the better it is. The numbers are equivalent to the following scale:

- | | |
|-----------------------------------|-----------------------------------|
| 1 = Very Important/Very Satisfied | 4 = Unimportant/Dissatisfied |
| 2 = Important/Satisfied | 5 = Very Unimportant/Dissatisfied |
| 3 = Neutral | |

Employee Survey

This survey has been conducted since 1998 as an effort to understand employee needs and concerns. The results are typically not released to the public to ensure confidentiality and anonymity. Measured in this survey are satisfaction and understanding of compensation, performance evaluations, communication within the organization, and so on. In 2000, it was decided that this survey would be administered every two years.

All full- and regular part-time employees are invited to complete the survey and score statements based on how strongly they agree or disagree. Each statement can be rated on a scale of "1" to "7," with "7" being the best possible score. Thus, the closer a rating is to "7" the better, unless the statement uses reversed scoring (all such statements are identified). The numbers are equivalent to the following scale:

- | | |
|--------------------|-----------------------|
| 7 = Strongly Agree | 3 = Slightly Disagree |
| 6 = Agree | 2 = Disagree |
| 5 = Slightly Agree | 1 = Strongly Disagree |
| 4 = Neutral | |

Internal Customer Survey

When performance targets for the Fleet and Buildings & Grounds divisions, Finance, Information Systems and Human Resources Departments were being developed, it was clear that there were no existing tools to gauge internal customer (employee) satisfaction with the services they received from these departments. This bi-annual survey differs from the Employee Survey in that it focuses on customer service, whereas the Employee Survey focuses more on organizational climate.

All full- and regular part-time employees are asked to rate certain qualities of service. For example, Purchasing is rated on how “timely,” “cooperative” and “courteous” their service is. Each service can be rated on a scale of “1” to “5,” with “5” being the best possible score a service can receive. Thus, on average, the closer a rating is to “5,” the better it is. The numbers are equivalent to the following scale:

5 = Excellent	3 = Fair	1 = Very Poor
4 = Good	2 = Poor	

Police Incident Follow-up Survey

In an effort to provide the finest police service to the residents of St. Charles, the Police Department implemented an incident follow-up survey. Measures in this survey include the type of incident reported, level of satisfaction with the department interaction, and some demographic information. Annual results from the survey will be used to establish training and service criteria.

To conduct the survey, every tenth person that has had direct contact with the Police Department receives a survey. Respondents are asked to rate the interaction they had with the department and provide any suggestions that could improve the services they received. Each statement can be rated on a scale of “1” to “5,” with “5” being the best possible score. Thus, on average,

the closer the rating is to “5,” the better it is. The numbers are equivalent to the following scale:

5 = Excellent	3 = Fair	1 = Very Poor
4 = Good	2 = Poor	

Emergency Medical Services (EMS) and Fire Quality Assurance Cards

Follow-up comment cards are sent to every EMS customer and every tenth fire call customer. Respondents are asked to rate satisfaction with service, etc. The rating scale is the same as for the Police Department.

City Administrator's Office



Mission

He who stops being

better stops being

good.

Objective 1

- Oliver Cromwell,

Lord Protector of

England, 1653-1658

Our mission is to provide leadership and support to citizens, city departments, the Mayor and City Council by assessing their needs, providing direction, coordinating activities, and articulating and channeling information in a manner that is customer friendly and will most effectively provide guidance for decision-making.

Improve efficiency of office operations through greater utilization of web site and network. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Enhance communication and dialogue with citizens regarding the City's vision, mission, plans, programs and services.
- ☐ Provide customer-focused services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Make the web site ADA compliant.
- ☐ Provide interactivity for utility billing and collections and building permits.
- ☐ Finish all departmental web sites.
- ☐ Develop web site training class to assist employees with ways they can access information quickly.
- ☐ Coordinate efforts to share universally used information (e.g., Resident Guide, Council Update, phone directory, agenda packets) on the citywide network.
- ☐ Implement automated customer service request application.

Performance targets

- ☐ Add a question under "Freedom to Work/Quality of Work Environment" on the Employee Input Survey that states: "The City provides me with sources to access the information I need to effectively perform my job." The rating should be 4.00 or better.
- ☐ Add a question to the Priorities Survey under the importance and satisfaction section with regard to the Resident Guide, city web site, community web site and newsletter. Eliminate the general question about "Making it easier to get information about city services." The

community and city web site questions should show a satisfaction rating of 1.90.

- ☐ Increase the percentage of respondents to the Priorities Survey question, "Have you visited the City web site or community web site within the last 6 months?" from 12% for city to 20% and from 6.4% for community to 10%.

Provide new avenues to better understand employee concerns and suggested improvements. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Provide customer-focused services that are responsive and efficient for all through continuing organizational development and enhanced technology.
- ☐ Create and maintain a culture that promotes safety, health and well-being of employees and their families.

Strategies

- ☐ Discuss and implement, where appropriate, ideas and ways to alleviate concerns of employees with department directors at least quarterly.
- ☐ Review Listen and Learn process with department directors.
- ☐ Develop a forum where employees provide suggestions for improvement and ideas for processes that should be studied.

Performance targets

- ☐ Improve rating on question from Employee Survey, "In my department, there is good communication between management and employees," from an average rating of 4.31 to 4.75.
- ☐ Improve rating on question from Employee Survey, "My department's management is interested in my suggestions for making the City more effective, even if they are contrary to existing policies and opinions," from a rating of 4.35 to 4.75.

Prepare for changes of key personnel. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Provide customer-focused services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Objective 2

Objective 3

Strategies

- ☐ Determine key areas where procedures are not developed and document procedures for those areas.
- ☐ Document the philosophy of key management approaches (e.g., citizen and employee involvement programs and budget philosophy).
- ☐ Develop a list of things that are important to continue.

Performance targets

- ☐ Complete documentation of philosophy and procedures by April 2005.

Objective 4

Evaluate a competitively priced business-focused broadband system. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Provide customer-focused services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Complete feasibility study.
- ☐ If feasibility study is positive, develop detailed bid specifications, determine time frame and governance issues.

Performance targets

- ☐ If the project goes forward, improve the rating on the Business Retention Survey question, "Overall, how would you rate St. Charles as a place to do business?" from 42.7% excellent to 45% excellent.
- ☐ If the project goes forward, improve the rating on the Business Retention Survey question regarding Internet Availability from a satisfaction rating of 2.78 to 2.25.

Objective 5

Make more effective use of external communications methods (e.g., City newsletter, etc.). (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Enhance communications and dialogue with citizens regarding the City's vision, mission, plans, programs and services.
- ☐ Provide customer-focused services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Redesign the City newsletter.
- ☐ Broaden the group that provides input for the City Grapevine and Council Update.
- ☐ Provide project and issue related information in the City newsletter.
- ☐ Evaluate the Community Information Line.
- ☐ Continue to develop interactive web features (GIS, permits, utility billing, customer service/request interface, etc.).
- ☐ Utilize the public access cable channel more often to post notices and information.

Performance targets

- ☐ Add a question to the Priorities Survey under the importance and satisfaction section with regard to the Resident Guide, web site and newsletter. Eliminate the general question about "Making it easier to get information about city services." The newsletter question should show a satisfaction rating of 2.00.

Utilize assessment tools and technology to improve organizational efficiency and effectiveness strategies. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Provide customer-focused services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Switch to paperless agenda packets.
- ☐ Develop strategies to address the suggestions for improvement in the Lincoln Award Assessment feedback report.
- ☐ Evaluate comparative performance measures results of International City/County Management Association (ICMA) for other communities.

Performance targets

- ☐ St. Charles should rank in the top 25% of all categories of ICMA performance measurement results.
- ☐ Receive at least a Silver award from the Lincoln Foundation.

Objective 6



Mission

We will collaborate with our customers to implement and support technology services that meet or exceed their expectations.

Objective 1

Improve access to information for City departments and external customers. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Engage in a dialogue with citizens regarding the City's vision, mission, plans, programs, and services.
- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Implement program that would allow customer access to City records.
- ☐ Reduce copying of documents and hard copy storage.
- ☐ Implement additional workflow systems.
- ☐ Determine legal requirements and create plan for compliance regarding City e-mail.
- ☐ Reduce paper documents generated within the City by processing internal forms electronically.
- ☐ Establish formal records management policy.

Performance targets

- ☐ At least 90% of Internal Customer Survey respondents give ratings of "Good" or "Excellent" on questions regarding satisfaction with the Records Management function.
- ☐ Number of boxes archived does not increase after FY 2005/2006. Current number of boxes is approximately 1,450.

Objective 2

Implement geographic information system. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Engage in a dialogue with citizens regarding the City's vision, mission, plans, programs, and services.
- ☐ Provide customer-focused services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Technology has to support these goals— if not, it may even be counter productive.

- Dr. Joel J. Nobel, Co-founder, Emergency

Care Research

Institute

- ☐ Improve the safety and efficiency of pedestrian, non-motorized, and motorized transportation.

Strategies

- ☐ Create a project plan that includes building the GIS infrastructure, developing an implementation strategy, and identifying and assigning resources.
- ☐ Enhance and expand the system to include deployment of a web interface and integration of existing City data.
- ☐ Finalize multiyear implementation plan for personnel, resources, and projects by May 2005.

Performance targets

- ☐ At least 80% of Internal Customer Survey respondents give ratings of “Good” or “Excellent” on questions regarding GIS.

Support departmental IS projects. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Provide customer-focused services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Develop project management format of IS related projects.
- ☐ Prepare for anticipated changes in technology.
- ☐ Secure needed resources.

Performance targets

- ☐ At least 90% of Internal Customer Satisfaction Survey respondents give ratings of “Good” or “Excellent” on questions regarding project management.

Update Legacy Applications. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Define project scope for updating the budget system as well as general ledger and accounts payable inquiry.
- ☐ Secure needed resources.
- ☐ Create and implement project plan.

Objective 3

Objective 4

Performance targets

- ☐ At least 90% of Internal Customer Survey respondents give ratings of “Good” or “Excellent” on questions regarding satisfaction with applications.

Objective 5

**Improve technical support processes and ensure quality of service.
(FY 2005/06)**

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Perform an audit of installed software on every PC and server in the City.
- ☐ Increase technical support communications.

Performance targets

- ☐ At least 90% of Internal Customer Survey respondents give ratings of “Good” or “Excellent” on questions regarding satisfaction with the Help Desk.

Objective 6

Improve workstation, telephone, and network security, reliability, and performance. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Review and improve network and workstation reliability and performance through implementation of software updates and configuration changes.
- ☐ Plan for recovery in the case of failure.
- ☐ Implement more active system monitoring.
- ☐ Review telephone systems.
- ☐ Hardware upgraded on all servers more than 4 years old.

Performance targets

- ☐ Unplanned server/network downtime less than 1% annually.
- ☐ Disaster recovery blueprint completed.

**Enhance internal department information management and access.
(FY 2004/05)**

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Integrate PC inventory and telephone tracking systems.
- ☐ Establish standards for program and database development.

Performance targets

- ☐ Location and telephone databases merged by April 2005.
- ☐ PC inventory and software databases merged by April 2005.
- ☐ Written standards policy completed by April 2005.

Community Development



Mission

Stewardship of public safety, community character, and natural resources;
Engagement of our professional abilities to respond to community needs;
Collaboration with all stakeholders in charting a course for the future.

Objective 1

Improve the efficiency and effectiveness of development and construction related review, permitting, and inspection processes. (FY 2005/06)

Plans are nothing.

Planning is everything.

- Dwight D.

Eisenhower,

WWII Allied Supreme

Commander and 34th

President of the United

States

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.
- ☐ Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.
- ☐ Engage in a dialogue with citizens regarding the City's vision, mission, plans, programs and services.

Strategies

- ☐ Complete the implementation of Phase I of City View automated tracking system.
- ☐ Design and implement Phase II City View to include:
 - Online customer access and payments
 - Field data entry for inspections
 - Contractor Licensing
- ☐ Provide training on new systems and procedures.
- ☐ Provide information to customers that enables them to use the system effectively.

Performance targets

- ☐ Phase I tracking system fully implemented for zoning, subdivision/land improvement, public works permit, and building permit processes by May 2004.
- ☐ Online status of permit review and inspections, online applications, and online payments available to applicants (Phase II) by December 2005.
- ☐ 90% of users find online services useful and convenient as determined by a survey of online customers (Phase II).

Objective 2**Improve the effectiveness of the St. Charles Zoning Ordinance for all users. (FY 2005/06)*****Relates to the following citywide goal/s***

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.
- ☐ Engage in a dialogue with citizens regarding the City's vision, mission, plans, programs and services.
- ☐ Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.

Strategies

- ☐ Work with consultant to produce draft ordinance for review.
- ☐ Conduct field surveys to calibrate proposed ordinance with existing conditions.
- ☐ Coordinate public hearing and adoption process.
- ☐ Evaluate ordinance one year after adoption; update and adjust as needed.

Performance targets

- ☐ Amendment is recommended by Zoning Commission and adopted by City Council by October 2004.
- ☐ Number of minor "nuisance" text amendments per year reduced by 75% (from 15 to 4).
- ☐ Number of similar properties with differing regulations reduced from 78 to 40.

Enhance Building and Zoning customers' understanding of code requirements and staff understanding of customer needs. (FY 2004/05)***Relates to the following citywide goal/s***

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.
- ☐ Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.
- ☐ Engage in a dialogue with citizens regarding the City's vision, mission, plans, programs and services.

Strategies

- ☐ Provide information to contractor groups and other organizations regarding building codes and procedures.
- ☐ Host workshops for residents on common permit issues.

Objective 3

- ☐ Sponsor round-table discussions with contractors, builders, and developers focusing on specific topic areas such as residential rehabilitation or commercial remodeling.

Performance targets

- ☐ Improve rating on Priorities Survey item “Inspecting buildings and enforcing city code requirements” to 2.25.

Objective 4

**Complete the Illinois to Prairie section of the River Corridor Master Plan.
(FY 2006/07)**

Relates to the following citywide goal/s

- ☐ Engage in a dialogue with citizens regarding the City’s vision, mission, plans, programs and services.
- ☐ Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.

Strategies

- ☐ Obtain necessary land or easements.
- ☐ Provide design assistance and review services.
- ☐ Define scope of design/permitting work for first project and hire consultants.

Performance targets

- ☐ Phase I River Corridor Improvement Project (Illinois to Prairie) designed and constructed.
- ☐ 100 people actively participating in the design, funding, or construction of the project.
- ☐ Increase Priorities Survey rating for Downtown Riverfront appearance to 2.25 or better.

Objective 5

**Establish neighborhood services to foster a sense of community, maintain property values, and provide affordable housing opportunities.
(FY 2005/06)**

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.
- ☐ Engage in a dialogue with citizens regarding the City’s vision, mission, plans, programs and services.

- ☐ Only encourage development that significantly enhances the quality of life of residents of our community.

Strategies

- ☐ Complete Housing Needs Assessment and Affordable Housing Action Plan.
- ☐ Design and initiate a Neighborhood Conservation Program.
- ☐ Determine need for rental dwelling inspection program and identify necessary resources.
- ☐ Pursue grants for improvements in older neighborhoods.

Performance targets

- ☐ One new neighborhood organization based in an older neighborhood running “on its own” by April 2006.
- ☐ Grant obtained for one neighborhood improvement project each fiscal year.
- ☐ Housing Needs Assessment and Affordable Housing Action Plan adopted by City Council by April 2005.

Economic Development



Mission

Facilitate industrial and commercial development to meet the economic needs of St. Charles and maintain a balanced tax base.

Objective 1

Facilitate redevelopment of major vacant properties whose condition may be impairing development. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.
- ☐ Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.
- ☐ Engage in a dialogue with citizens regarding the City's vision, mission, plans, programs, and services.

Strategies

- ☐ Monitor TIF performance and Redevelopment Agreement compliance for the former St. Charles Kitchens property at 1611 E. Main.
- ☐ Identify appropriate development opportunities for the land at the NW corner Randall Road and IL Route 64 and facilitate development which will include transportation alternatives to the Randall/64 intersection.
- ☐ Test run uses of Fast Facility.com to market problem properties.

Performance targets

- ☐ Improve Priorities Survey satisfaction rating for "appropriate development on Randall Road and East Main Street" from an average of 3.10 in 2003, to 2.95 in 2004.
- ☐ Improve Priorities Survey satisfaction rating for "managing development to maintain community values" from 2.73 to 2.50.

Objective 2

Improve the appearance of strategic St. Charles roadways and entrance points. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.
- ☐ Engage in a dialogue with citizens regarding the City's vision, mission, plans, programs, and services.

*Uncertainty kills
business.*

*-Michael Edwardes,
English Author*

Strategies

- ☐ Continue grant improvement projects through Corridor Improvement Commission at the geographic area of 17th St. and west Main St.
- ☐ Coordinate with Public Works Department for aesthetics improvements in conjunction with east Main road-widening projects.
- ☐ Educate property owners on the benefits of greening-up commercial properties through mailings, mentorship activities, and an educational forum to be held in July 2004.

Performance targets

- ☐ Increase citizen ratings of the following questions on the 2004 Priority Survey:
 - “How do you rate the aesthetics of *Main Street* within the city limits?”
Increase percent-to-max (PTM) rating from 73.7% to 75.0%.
 - “How do you rate the aesthetics of *Kirk Road* within the city limits?”
Increase percent-to-max (PTM) rating from 66.0% to 70.0%.
 - “How do you rate the aesthetics of *Randall Road* within the city limits?”
Increase percent-to-max (PTM) rating from 55.3% to 58.0%.
 - “How do you rate the aesthetics of the downtown Riverfront?” *Increase percent-to-max (PTM) rating from 75.7% to 78.0%.*

Oversee the First Street Corridor initiative as proposed in the November 2000 Downtown Strategy Plan. (FY 2006/07)

Relates to the following citywide goal/s

- ☐ Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.
- ☐ Engage in a dialogue with citizens regarding the City’s vision, mission, plans, programs, and services.

Strategies

- ☐ Facilitate further property acquisition in the Redevelopment Project Area.
- ☐ Facilitate a Tax Increment Finance District Redevelopment Agreement with a developer chosen for the First Street TIF Redevelopment Area.
- ☐ Approve a redevelopment plan for the north end of the First Street Redevelopment Project Area.
- ☐ Create an incremental property tax value equal to ¼ of that projected within the TIF document by 2007.

Performance targets

- ☐ Improve citizen ratings of “Revitalizing of Downtown St. Charles” from a satisfaction rating of 2.67 to 2.25.

Objective 3



Mission

Your most precious

possession is the

Objective 1
people you have

working there, and

what they carry

around in their heads,

and their ability to

work together.

- Robert Reich, former

U. S. Secretary of

Objective 2
Labor

Develop efficient and effective strategies to attract and retain the highest quality employees by providing competitive benefits, compensation, and training in a safe working environment.

Research affordable health insurance options for retirees. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.
- ☐ Create and maintain a culture that promotes safety, health and well-being of employees and their families.

Strategies

- ☐ Citywide retirement team established.
- ☐ Goals and objectives established.
- ☐ Health insurance options reviewed.
- ☐ Actuarial completed to determine funding of the options.
- ☐ Best option selected.
- ☐ Plan document finalized.
- ☐ Communication of plan to employees.
- ☐ Implement plan May 1, 2004.

Performance targets

- ☐ Add question to the Employee Survey, "The Retiree Health Insurance program will be beneficial to me once I retire." Responses to the question on the Employee Survey should show an average rating of 5.30 (on a scale of 7.0).

Foster an environment where supervisors can perform at their best. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

- ☐ Create and maintain a culture that promotes safety, health and well-being of employees and their families.

Strategies

- ☐ Pre-needs assessment survey conducted.
- ☐ Supervisory Leadership established.
- ☐ Training modules determined.
- ☐ Curriculum written and facilitators selected.
- ☐ Facilitator training conducted.
- ☐ Post-needs assessment survey to be conducted.
- ☐ Training, after taught, to be evaluated by attendees and committee.

Performance targets

- ☐ Post-needs assessment survey with average rating of 6.0 (on a scale of 7.0).
- ☐ Training evaluations with an average rating of 2.7 (on a scale of 3.0).

**Maintain and improve a healthy and safe workplace environment.
(FY 2005/06)**

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.
- ☐ Create and maintain a culture that promotes the safety, health and well-being of employees and their families.

Strategies

- ☐ Citywide wellness team established.
- ☐ Mission, goals and objectives established.
- ☐ Worker's Compensation process improvement team established.
- ☐ Wellness calendar established.
- ☐ Programs implemented.
- ☐ Performance measurements to be established and monitored.

Performance targets

- ☐ Decrease the number of worker's compensation claims by 20% (from 70 claims to 56).
- ☐ Decrease overall cost of worker's compensation claims by 10% (from \$1,250,000 to \$1,125,000).
- ☐ Decrease overall costs of health insurance claims by 5% (from \$1,850,000 to \$1,757,500).
- ☐ Meet performance measurements established by the Wellness Team.

Objective 3

Objective 4

Enhance customer service and decrease paperwork by providing online open enrollment to employees. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Research open enrollment software packages.
- ☐ Select the best option.
- ☐ Provide training for new employees and then full-time employees.
- ☐ Implement on-line enrollment for new hires, then all full-time employees.

Performance targets

- ☐ Utilization rate for online enrollment will be an average of 50% of full-time employees.

Objective 5

Provide competitive and cost-effective health insurance for full-time and retired employees. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.
- ☐ Create and maintain a culture that promotes the safety, health and well-being of employees and their families.

Strategies

- ☐ Review all health insurance options (e.g., consumer-driven health care plans, etc.)
- ☐ Determine employee needs for plan design by conducting focus groups.
- ☐ Collaborate with Wellness Team.
- ☐ Update and modify plan design.
- ☐ Communicate plan to full-time employees and retirees.
- ☐ Send a Request for Proposal (RFP) to insurance companies.
- ☐ Analyze and monitor expenses.

Performance targets

- ☐ Add a question on employee survey, "The City's health insurance plan meets my needs," with an average rating of 5.2 (on a scale of 7.0).

Objective 6

**To collect and analyze data to ensure all employee benefits and programs are meeting and exceeding employee needs and expectations, as well as evaluate the cost/advantages of each benefit and program offered.
(FY 2006/07)**

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.
- ☐ Create and maintain a culture that promotes the safety, health and well-being of employees and their families.

Strategies

- ☐ Compile relevant data (employee surveys, customer service surveys, comment cards, exit interview data, and division transfer data).
- ☐ Conduct employee focus groups to determine their needs and expectations for each major employee benefit and program offered and compile data.
- ☐ Determine cost of each benefit and program offered.
- ☐ Evaluate the cost and benefit.
- ☐ Determine any changes based on the evaluation.
- ☐ Implement appropriate changes.
- ☐ Communicate information to employees.

Performance targets

- ☐ Employee survey will show a 75% satisfaction rate or greater on the question, "I believe benefits at the City are comparable to positions in other municipalities," and "I know what my benefits are."



Mission

Provide support, information and services to the public, other governmental entities and other city departments in order to:

- Support decision making
- Monitor financial activity
- Provide for procedural controls and city resources
- Control material cost
- Promote a positive public image

The highest use of capital is not to make more money, but to make money do more for the betterment of life.

- Henry Ford, Founder

of the Ford Motor

Company in 1903

Objective 1

Improve satisfaction level of internal and external customers with respect to Finance Department functions. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Engage in a dialogue regarding the City's vision, mission, plans, programs and services.
- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Conduct accounts payable and purchasing training as part of orientation for new employees.
- ☐ Update budget-training manual.
- ☐ Update City's website to include the audit and budget.

Performance targets

- ☐ Internal Customer Survey question rating service from the Finance Department is at or above 4.0.
- ☐ Internal Customer Survey question rating service from the Inventory Control Division is at or above 4.0.
- ☐ Internal Customer Survey question rating service from the Purchasing Division is at or above 4.0.

Objective 2

Increase options for Utility Billing customers to access account information. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Create a system for acceptance of payments on the Internet.
- ☐ Enhance Utility Billing Internet site based on user feedback and internal review.
- ☐ Develop customer call analysis by type using current Utility Billing comment program.

Performance targets

- ☐ Priorities Survey results reflect a satisfaction rating of 1.8 or less for Utility Billing services.

Review all financial reporting systems including ledger, accounts payable and budget. (FY 2004/05/06)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Coordinate with IS department to discuss options for possible program changes.
- ☐ Conduct a feasibility study involving all departments.
- ☐ Retain a consultant to review criteria.
- ☐ Implementation of ledger and accounts payable changes in FY 2004/05.
- ☐ Implementation of budget changes in FY 2005/06.
- ☐ Prepare a formal training manual for accounts payable and purchasing.

Performance targets

- ☐ Internal Customer Survey reflects that 75% of staff surveyed are “very satisfied” with financial reporting system (new question for survey).
- ☐ Complete implementation of changes in FY 2004/05 and FY 2005/06.

Prepare for implementation of new infrastructure financial reporting requirements. (FY 2004/05/06)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Objective 3

Objective 4

Objective 5

Strategies

- ☐ Set up committee to include representatives from accounting, engineering and all enterprise areas to review new infrastructure reporting requirements.
- ☐ Change capital asset reporting system to comply with new requirements.
- ☐ Prepare infrastructure inventory for all streets, curbs, right of way and bridges.
- ☐ Determine method to assign costs and calculate current inventory.

Performance targets

- ☐ Implementation of GASB34 requirements for current year infrastructure reporting by FY 2004/05.
- ☐ Implementation of GASB34 requirements for total infrastructure inventory by FY 2005/06.

Improve the efficiency and accuracy of capturing costs of city services in order to be accountable to citizens. (FY 2004/05/06)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Contract for development of new work order system for the Electric Division.
- ☐ Beta test, train and implement system.
- ☐ Expand work order system to all Public Works divisions.

Performance targets

- ☐ Reduce time to record and enter work order information by 75%.
- ☐ Implement work order system for all electric divisions during FY 2004/05.
- ☐ Implement work order system for all public works divisions during FY 2005/06.
- ☐ Survey managers and clerical staff to determine if new system provides much greater efficiencies than existing system. 75% of staff surveyed should indicate "very satisfied" with new programs.



Police Department

We protect and serve our community with respect and a commitment to excellence.

Improve the relationship between the St. Charles community and the Police Department. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Engage in a dialogue with citizens regarding the City's vision, mission, plans, programs, and services.
- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Establish a Public Information Officer aspect to the Crime Prevention Officer's responsibilities, to include:
 - Advertising Police Department strengths.
 - Educating the community.
 - Administering the Department's website.
 - Establishing focus groups within the community.
- ☐ Evaluate and assess current crime prevention programs, eliminating those that are ineffective and replacing them with new initiatives to participate in community activities and service groups, and to interact with youths.
- ☐ Network with social service agencies and develop an in-house Hispanic liaison.
- ☐ Establish an Hispanic outreach liaison.
- ☐ Create a process improvement team to enhance the Department's web site and report recommendations.
- ☐ Conduct at least four neighborhood group meetings during the year.
- ☐ Coordinate news articles using available media. Determine if there are certain topics that require monthly, quarterly, or yearly publicizing, e.g., selective enforcement efforts, parade routes, special events, crime prevention issues, etc.; a minimum of two articles per quarter of the year.

Performance targets

- ☐ From the Priorities Survey question, "Police services, responding to citizen calls," the average for this category will improve from 1.64 to 1.59.
- ☐ Increase participation of crime prevention programs by 10 percent from 3,300 to 3,600 participants.

Mission

Objective 1

A successful individual typically sets his next goal somewhat but not too much above his last achievement. In this way he steadily raises his level of aspiration.

- Kurt Lewin, Ph.D. in

Psychology and

Author

- ☐ Establish a list of agencies that we network with and maintain ongoing contact with 75% of them throughout the year.

Objective 2

Improve the delivery of police services to the community through better use of technology. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Utilize resource teams to better train for use of existing technology.
- ☐ Survey the Department for skills, knowledge, and ability to establish a research and development team.
- ☐ Designate members for a research/development team. Assess effectiveness annually and determine any new improvements that have been implemented.
- ☐ Identify grant opportunities for sources of funding.

Performance targets

- ☐ Add a question to the Employee Survey, "Has the City provided technology to perform my job better?" The average rating should be "5" or better.
- ☐ Add a question to the Employee Survey, "Do I feel competent in the use of technology?" The average rating should be "5" or better.

Objective 3

Focus on employee development to enhance police services. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Support a problem-oriented-policing philosophy in addressing community issues.
- ☐ Evaluate and enhance coordination of the Field Training Officer program.
- ☐ Develop a formal mentoring program to enhance teamwork.
- ☐ Utilize a problem-oriented-policing team to identify objects for change and steps that need to be taken by use of:
 - Dispatching.
 - Report follow-up/tracking.
 - Baseline problems.

- ☐ Create a third party oversight of field training officers to determine satisfaction and suggestions for change, with follow-up assessments.

Performance targets

- ☐ Results from the Employee Survey question, “My supervisor provides me with the necessary information and direction to effectively accomplish my work,” has an average rating of 4.9.

Increase traffic safety on public roads within the community. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Improve the safety and efficiency of pedestrian, non-motorized and motorized transportation.

Strategies

- ☐ Ensure selective enforcement assignments are made with emphasis on top ten accident locations, requiring strict enforcement of violations. Publicize those locations, at minimum, on a quarterly basis.
- ☐ Conduct DUI enforcement details targeting offenders by day of week and hour of day analysis.
- ☐ Develop a more effective deployment of the traffic unit, targeting high incident times and days.
- ☐ Visit driver’s education classes once per semester, emphasizing seatbelt usage, speed limits, safe driving techniques, drinking and driving, and other important factors for new drivers.
- ☐ Conduct DUI enforcement through hireback on a regular schedule.
- ☐ Publish a quarterly date/time analysis of DUI enforcement in the community.
- ☐ Establish variable hours per day of availability of traffic unit to include early/late rush hours.
- ☐ Visit 100% of all driver’s education classes through the school year 2004/05.
- ☐ Prioritize enforcement at selective enforcement locations and identify resource time committed.

Performance targets

- ☐ From the Priorities Survey question, “Enforcing traffic and parking law,” the average for this category will improve from a 2.23 to 2.19 rating.
- ☐ Increase the current traffic enforcement index, which measures enforcement of violations cited at crashes, from 14 to a minimum of 17.

Objective 4

Objective 5

Encourage citizen awareness in the prevention and solution of crime. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Utilize City-owned and controlled media (utility billing, local cable access, city mailings) for distribution of information. Enhance a police web site and more comprehensively use the internet for information and services.
- ☐ Aggressively recruit involvement and use of the Citizen's Police Academy and the alumni association.
- ☐ Actively use community forums when needed.
- ☐ Create a liaison officer position for two neighborhoods to increase/improve coordination of services.
- ☐ Improve citizen awareness on who to call for various services in the Police Department.
- ☐ Determine the number of hits to the Police Department web site and the use of the service to measure effectiveness.
- ☐ Complete at least one successful session of the Citizen's Police Academy during the year.
- ☐ Monitor and assess any improved communication and coordination in the targeted neighborhoods.

Performance targets

- ☐ From the Priorities Survey question "Preventing vandalism to property within the city," the average rating for this category will improve from a 2.46 to 2.35.



Fire Department

Stewardship - Exceed our existing high level of service by providing adequate staffing, training and equipping of firefighters at specific locations within the City to create a better future.

Engagement - Involve and empower all levels of the Fire Department personnel in the department's governing process. This will promote a strong sense of teamwork, while encouraging development of leadership skills.

Collaboration - Work in partnership with department members, all other City departments, and outside agencies to provide practical solutions for continuous improvement.

In order to . . .

- Exceed the high level of emergency services.
- Foster cooperation, not competition.
- Instill a strong sense of community.
- Work together to create effective solutions.
- Provide for a safe and secure community.
- Shape the future from our heritage.
- Actively seek the reduction of fire occurrences and injury through public safety education, fire prevention programs, and code enforcement.

Consistently staff the Fire Department at a level which will enable the Department to deliver efficient, timely, and effective emergency services. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Begin implementation of Phase II of the two-phase ladder truck company operations plan by May 1, 2004.
- ☐ Prepare and promote three lieutenants; one for each 24 hour shift by July 1, 2004.
- ☐ Hire nine new firefighter/paramedics by May 1, 2004.

Mission

*Success is not the
result of spontaneous
combustion. You
must set yourself on
fire.*

- Reggie Leach, NHL

Hockey Player, Flyers

*Hall of Fame, and
Objective 1*

1999 Greatest Right

Wing in Western

Hockey League

History

Performance targets

- ☐ Reduce acting out of rank by \$7,000.
- ☐ Increase available firefighters/paramedics by 75% (from 8 to 14).
- ☐ Reduce officer overtime by \$25,000.
- ☐ Improve rating on question from Employee Survey, "I believe the City provides opportunities for advancement," from an average of 4.12 to 5.

Objective 2

Improve the effectiveness of the Fire Prevention Bureau with the creation, implementation, and operation of comprehensive fire inspections and public education programs. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Implement Phase II of Fire Prevention Bureau reorganization by adding one additional person by May 1, 2004.
- ☐ Implement recommended International Building Code and International Fire Prevention Code revisions and updates by July 1, 2004.

Performance targets

- ☐ Complete new construction inspections within 3 days.
- ☐ Complete required plan reviews within 7 days, reduced from 14 (reduction of 50%).
- ☐ Complete development plan reviews in 7 days (reduced from 21 days).
- ☐ Reduce Fire Prevention Bureau overtime costs by 15%, from \$23,392 to \$19,884.
- ☐ Improve Priorities Survey rating on "Preventing fire through safety inspections" from 1.71 to 1.60.

Objective 3

Provide the department with reliable and effective fire apparatus and equipment through a comprehensive management, maintenance, repair, and replacement program. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Increase current mechanic's hours from 23 per week to 40 per week.
- ☐ Improve apparatus monitoring and documentation system by reviewing CFA software by September 1, 2004.
- ☐ Increase availability and reliability of apparatus and equipment.

Performance targets

- ☐ Reduce overtime costs for maintenance by 20% from \$31,125 to \$24,900.
- ☐ Schedule 95% of repair or maintenance requests within 24 hours by November 1, 2004, an improvement from the current 33% due to mechanic's increased hours.

Provide a formal mechanism for relocating the Fire Department forward by preparing and planning for the present and future needs of the Department . (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Enhance communication and dialogue with citizens regarding the City's vision, mission, plans, programs and services.
- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Prepare for Insurance Service Office (ISO) review and re-grade process by August 1, 2004.
- ☐ Review compliance with Occupational Safety and Health Administration, Illinois Department of Labor, Illinois Department of Public Health, National Fire Prevention Association, and other standards by September 1, 2004.

Performance targets

- ☐ Develop and present strategic plan for Department by January 1, 2005.
- ☐ Issue new standard operating guidelines by August 1, 2004.
- ☐ Improve rating from Employee Survey question, "I understand my Department's mission and goals," from 5.23 to 5.5.
- ☐ Improve rating from Employee Survey question, "I understand the rationale for my Department's management decisions," from 4.31 to 4.75.

Objective 4

Objective 5

Maintain current Fire Department facilities in a cost-effective manner while planning and preparing for the present and future facilities needs of the Department. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Implement the Century Station facilities plan developed by the Fire Department facilities planning committee by January 1, 2005.
- ☐ Develop and implement logistical relocation of Fire Station 1 to Century Station.

Performance targets

- ☐ Improve rating on Employee Survey question, "The City provides me with the work space, equipment, and tools necessary to perform at my best," from 5.04 to 5.35.
- ☐ Achieve compliance with National Fire Prevention Association standards, Occupational Safety and Health Administration standards, and current building codes in FY 2004/05.
- ☐ Complete Fire Station 1 relocation by fall of 2005.



Public Works is committed to ensuring that our customers receive quality services that are reliable, prompt and personalized at any hour of the day or night.

Maintain reliable electric service at the current level. (FY 2006/07)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Improve system capacity by constructing a substation at the southeast side industrial park (Substation #9), and installing a new transformer and distribution bus at the Dunham Road Substation.
- ☐ Assess southeast side industrial park area for additional capacity ties for the Dunham Road Substation.
- ☐ Improve reliability of sub-transmission by upgrading capacity and installing new feeds where necessary.
 - Upgrade capacity of the City Hall substation to the Prairie substation.
 - Upgrade capacity of the City Hall substation to the DuKane Drive substation.
 - Develop a west side capacity concept plan.
 - Split feeder circuits at the DuKane Drive substation.
 - Plan for east side power delivery at 138-kV.
 - Develop east to west 34.5-kV tie lines.
- ☐ Work with Commonwealth Edison to construct a 138-kV transmission line directly connected to a St. Charles substation.
- ☐ Implement System Control and Data Acquisition (SCADA) system.

Performance targets

- ☐ Maintain or improve upon the electric System Average Interruption Duration Index benchmark of 81.1 (year to date for 2003, including Exelon), and 33.0 (year to date for 2003, excluding Exelon) for service reliability trend.
- ☐ Maintain or improve upon the substation transformer capacity versus annual peak load benchmark ratio of 2.2.
- ☐ Reduce the number of cable failures from the benchmark of 19, set in 1999, to 16 cable failures.

Mission

Objective 1

*Make service your first
priority, not success,
and success will
follow.*

- Author Unknown

Public Works
...Continued
Objective 2

Provide competitively priced electric service. (FY 2006/07)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Review opportunities for new, long-term (over 10 years) power purchase contract.
- ☐ Review opportunities for diversity of power sources in long-term power purchase contract.

Performance targets

- ☐ Maintain wholesale power rates at less than a 3% increase per year from 2001-2007.
- ☐ Maintain the satisfaction level with the level of electric service as a “Good” and “Excellent” value for your money on the Priorities Survey at 74% or higher.
- ☐ Maintain a percentage variation between kilowatt-hours purchased versus sold at a 3% or less (benchmark set in 2003 [528,325 MWH - 513,475 MWH]/528,325 MWH).

Objective 3

Support the downtown commercial district (as defined by Special Service Area) by providing adequate parking to meet merchant and customer needs. (FY 2006/07)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Complete the South 1st Street at-grade parking lot by 2006.
- ☐ Work with the Economic Development and Community Development Departments to manage parking needs and implementation for the 1st Street Corridor Redevelopment Project.
- ☐ Perform a comprehensive downtown parking assessment and benchmark the ratio of office/retail area (square feet) to number of parking spaces in the downtown district.

Performance targets

- ☐ Maintain or increase the benchmark ratio of office/retail area to number of parking spaces in the Downtown District.
- ☐ Maintain or improve the average satisfaction level for providing parking in the downtown area on the Priorities Survey at 2.60.

**Review downtown maintenance standards and update where appropriate.
(FY 2004/05)**

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Evaluate the daily/weekly maintenance Standard Operating Procedures to confirm they meet the needs of downtown stakeholders.
- ☐ Develop a strategy to assess the need and feasibility of licensing a single, refuse hauler for the Downtown Business District.

Performance targets

- ☐ Maintain the appearance rating for the downtown riverfront at an 80% “Excellent” to “Good” rating, as noted in the Priorities Survey.
- ☐ Add a question to the Priorities Survey to measure the appearance rating of downtown, public property. The rating target should be an 80% “Excellent” to “Good.”
- ☐ Add a question to the Business Survey to measure satisfaction for downtown refuse and recycling collection. The average satisfaction target level should be 1.8.

Maintain infrastructure reliability and provide a competitive value for our customers of the water supply utility. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Objective 4**Objective 5**

Objective 6

Strategies

- ☐ Design and construct IL 64 water main replacement from 7th Avenue to Dunham Road.
- ☐ Design and construct Randall Road/IL 64 intersection water main in conjunction with Kane County Division of Transportation project.
- ☐ Design and construct radium removal process at the Ohio Avenue Well.
- ☐ Analyze the need and feasibility for improvements to enhance the aesthetic quality of our water.

Performance targets

- ☐ Maintain or improve the response in the Priorities Survey for an “Excellent” and “Good” value for water service at 69%.
- ☐ Maintain or lower the percentage increment between water pumped versus water sold at 10%.

Maintain infrastructure reliability and provide a competitive value for the customers of the wastewater utility. (FY 2007/08)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Continue to budget and construct Fairview neighborhood sewer upgrades.
- ☐ Investigate and reconstruct/repair sanitary sewers along IL 64 between 7th Avenue and Dunham Road in conjunction with the Illinois Department of Transportation project.
- ☐ Investigate and reconstruct/repair sanitary sewers along Randall Road/IL 64 intersection project in conjunction with the Kane County Division of Transportation project.
- ☐ Continue the strategic sewer lining/rehabilitation process.

Performance targets

- ☐ Maintain the response in the Priorities Survey for an “Excellent” and “Good” value for sanitary sewer service at 77%, or higher.
- ☐ Maintain the peak to average flows at the Main and Westside Wastewater Treatment Plants at 3.35 and 0.26 respectively (benchmark set in 2003).
- ☐ Improve permit compliance per million gallons of wastewater treated at the Main Wastewater Treatment Plant from 99.9999994% (benchmark set in 2003) to 100%.

- ☐ Maintain permit compliance per million gallons of wastewater treated at the Westside Wastewater Treatment Plant at 100%.
- ☐ Maintain the number of miles and percentage of sanitary sewer system inspected per year as 14 miles and 9% (benchmark set in 2003), or greater.

Efficiently and effectively manage the public drainage system. (FY 2005/06)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Inventory existing work efforts regarding drainage system maintenance.
- ☐ Determine stakeholder interest to collect revenue for public drainage projects/programs.
- ☐ Explore funding options to relieve the dependency of drainage system maintenance on Corporate Fund expenditures; these include permit fees, a storm water utility and annexation impact fees.
- ☐ Explore new programs to expand or improve service to residences and ensure compliance with state and federal regulations.

Performance targets

- ☐ Add a question to the Priorities Survey that assesses importance and satisfaction with improving the City's public drainage system. The average rating should be 2 for importance and 2 for satisfaction respectively, or better.

Improve traffic flow and circulation in the city contemplating future growth in and outside of the city's corporate limits. (FY 2006/07)

Relates to the following citywide goal/s

- ☐ Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.

Strategies

- ☐ Continue weekly monitoring of traffic signals (field check) and establish a standard emergency preemption occurrence during peak hour.
- ☐ Facilitate the construction of Foxwood Lane, the 1st Phase of the parallel collector, north of IL 64 between Peck and Randall Roads.
- ☐ Finalize the collector street disposition of King Edwards Avenue between Foxfield Drive and Smith Road.

Objective 7

Objective 8

- ☐ Facilitate the construction of Oak Street from IL 64 to Randall Road.
- ☐ Establish an approach to begin Phase 1 Engineering for a Fox River Bridge Crossing at Red Gate Road between IL 31 to IL 25 utilizing existing funding sources.

Performance targets

- ☐ Maintain the timeframe and number of stops in passing through the downtown on either the Illinois or Main Street Corridors between 7th Avenue and 3rd Street (Illinois Corridor) or 7th Avenue and 7th Street (Main Street Corridor) to the established benchmark.

Street	2003	
	Time	Stops
IL 64 a.m. East	3:16	2
IL 64 a.m. West	2:50	2
IL 64 p.m. East	2:59	2
IL 64 p.m. West	4:30	2
Illinois a.m. East	2:34	1
Illinois a.m. West	2:48	1
Illinois p.m. East	2:56	1
Illinois p.m. West	3:40	2

- ☐ Improve satisfaction level on Priorities Survey for “improving traffic circulation” from an average score of 3.24 to 3.1.
- ☐ Maintain satisfaction level on Priorities Survey for “improving city streets and intersections” at the average score of 2.44.

Objective 9

Maintain existing roadway infrastructure. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.

Strategies

- ☐ Maintain municipally owned streets annually with Motor Fuel Tax and Corporate Funding of street resurfacing, heat scarification resurfacing or concrete street rehabilitation at a level of 8% of total municipal street miles (two-lane miles).
- ☐ Create a more formalized street selection process and develop the program into a multiyear and workload sensitive program.

Performance targets

- ☐ Maintain satisfaction level on Priorities Survey for “maintaining existing streets and sidewalks” at an average score of 2.19.

- ☐ Maintain satisfaction level of service on Priorities Survey for “keeping streets clean of dirt and trash” at an average score of 1.96.
- ☐ Maintain satisfaction level of service on Priorities Survey for “keeping the streets free of snow and ice” at an average score of 1.95.
- ☐ Target a benchmark for street sweeping maintenance based on the cost per street mile and cost per capita at \$23.50/mile and \$4.80/capita.
- ☐ Target a benchmark for street snow and ice control based on the cost per capita and cost per inch of snowfall (all snow event accumulations) at \$9.50 per capita and \$10,700 per inch.

Enhance and expand pedestrian and bicycle movement throughout St. Charles and adjacent areas. (FY 2006/07)

Relates to the following citywide goal/s

- ☐ Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.

Strategies

- ☐ Construct new sidewalks where “gap” exists within the pedestrian system or lower.
- ☐ Install a bike pathway finder system.
- ☐ Construct a pedestrian stairway on the west side of IL 31 for the Fox River Bike Bridge.
- ☐ Install bike path/route markings on the Fox River and Great Western Trails in the city.

Performance targets

- ☐ Maintain satisfaction level on Priorities Survey for “making improvements for pedestrians and bicyclists” at an average score of 2.66.

Implement a process for planning, planting and maintenance of city trees. (FY 2004/05)

Relates to the following citywide goal/s

- ☐ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

- ☐ Formally identify someone as the City Tree Specialist and establish a list of job tasks that become part of that person’s job description.

Objective 10

Objective 11

- ☐ Establish a business practice whereby all landscape plans are reviewed and approved by the City Tree Specialist.
- ☐ Initiate a Municipal Code revision to better control developer planting of trees in public right-of-ways or that provides screening/public benefit.

Performance targets

- ☐ Create Priorities Survey questions relating to importance and satisfaction with current parkway tree planting/maintenance, and target a benchmark average level of importance at 2.5 and satisfaction at 2.0.

Objective 12

**Update the process we have in place to promote departmental safety.
(FY 2004/05)**

Relates to the following citywide goal/s

- ☐ Create and maintain a culture that promotes the safety, health and well-being of employees and their families.

Strategies

- ☐ Formalize the mission, goals and objectives for the reorganized Safety Committee groups.
- ☐ Provide training for the Safety Committee members and supervisors on accident investigation and documentation.
- ☐ Evaluate effectiveness of accident investigation training based on the percent of "investigation" documents returned to the author due to incomplete, unclear or missing elements of the investigation.
- ☐ For the calendar year, maintain a log of accident characteristics, frequency and worker's compensation cost by division and compare to history.

Division	2003 Number of Accidents	2003 Worker's Compensation Cost
Building & Grounds	7	\$2,768.11
Streets	20	4,859.43
Fleet	2	503.09
Sewer	15	176,179.72
Water	7	44,019.55
WWTF	5	208,792.18
Lab	0	0.00
Electric Line	5	150,482.27
Electric Meter	4	5,866.96
Water Meter	0	0.00
PACE	1	0.00
Administration	0	0.00
TOTAL	66	\$593,471.31

Performance targets

- ☐ Decrease the average worker's compensation cost per department, full-time equivalent member from \$4,541 to \$4,315 and the worker's compensation cost per accident from \$8,992 to \$8,450.



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If we could first know where we are, and whither we are tending,
we could better judge what to do and how to do it.

- Abraham Lincoln
16th President of the United States



Business Plan Process

The following is a tentative layout and explanation of the different elements that should be present as departments develop their annual business plan. The criteria outlined in this document represents the minimum effort required to develop your business plan. Each step of the process is identified, along with a brief description of how it relates to the previous steps.

- ☐ The departments should commit a significant amount of time to developing their business plan.
- ☐ Employees from all levels of a department will be involved in the process.
- ☐ At least 25% of a department's employees must be involved in Steps 1-4 (involving as many people as possible is encouraged).
- ☐ Departments will participate in all the steps outlined in this document.
- ☐ Objectives should relate to significant new programs, not routine maintenance items.
- ☐ Performance targets should focus on outcome and efficiency indicators.
- ☐ The business plan presentations will take place in the Council Chambers, allowing more room for the employees involved in the process to attend.

“Why are we doing this?”

Strategic planning is a decision-making process that involves identifying challenges or opportunities and then developing a plan to meet those challenges in order to achieve desired results for the public.

This step is meant to inform employees of the business plan and its purpose. This is also a chance to discuss the business plan process (what departments will do, what they hope to accomplish, etc.). By understanding the importance and reasoning behind the business plan, employees will have a better understanding of how all of the following steps relate not only to one another, but to the direction of the City as a whole.

One key reason behind developing the business plan is that change surrounds us. Doing what you’ve always done can lead to failure or mediocre performance, despite all good intentions, when your environment has changed. How can you be effective in the face of all these changes? Your challenge is to figure out where you want to go, how you’re going to get there, and how you will know if you’re making progress.

Introduction

STRATEGY is:

A style of thinking, a

Summary and Requirements

conscious and

deliberate process, an

intensive

implementation

Step 1

system, the science of

insuring future

success.

- Pete Johnson,

Author, Teacher and

Journalist

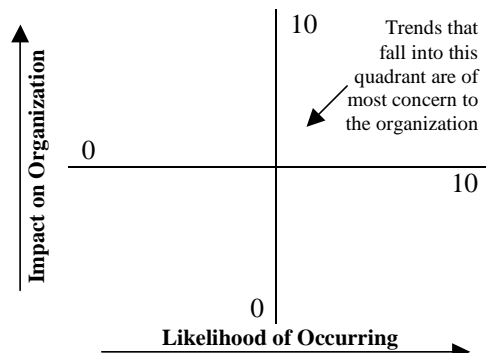
Step 2

Environmental Scan

The pace of change and complexity of issues necessitates routine assessments of external forces on an organization. By conducting an *environmental scan*, an organization can identify the trends, potential threats and possible opportunities that contribute to these forces. This process provides the necessary information to begin a SWOT analysis and should be conducted by the City Council and Department Directors.

This step is essential to later steps. As employees understand the need for the business plan in the face of constant change, the need to routinely assess that change becomes clear. The environmental scan should be included as an information source in step 3 and as the base for the SWOT analysis in step 4.

- ☐ The environmental scan should be conducted by the City Council during the same year as the SWOT analyses (2004).
- ☐ The scan should focus on three categories:
 - Forces and Trends (political, economic, social, technological)
 - Key stakeholders
 - Competition and Collaboration (forces, organizations, advantages)
- ☐ Forces and Trends represent changes in the environment that fall into four broad categories - political, economic, social and technological- and should represent threats and/or opportunities. Trends affecting key stakeholders, especially those who control revenue, such as citizens, should be assessed, as well as the actual or potential competitive and collaborative forces. These can include specific organizations, trends affecting competition or collaboration, or the competitive and collaborative advantages available to the organization.
- ☐ An article summarizing broad trends can be provided to the Council prior to this discussion and used to stimulate ideas. City commissions can also be surveyed and the trends they identify in each of the above three categories presented to the Council and used to start discussion.
- ☐ A list of threats and opportunities under the above three categories should be generated. The Council should then collectively choose no more than 15 of the most important trends. If desired, council members can individually rate each trend for its potential impact on the City and its likelihood of occurring in order to create a matrix as shown below.



- ☐ The threats and opportunities developed through this exercise should become part of the informational review in Step 3. This exercise can be expanded by department directors or individual departments through scenario development. The following process is used:
 - Brainstorm any trends in addition to those identified by the City Council.
 - Write the trends identified by the City Council and any additional trends developed by the group onto individual file cards (one per card)
 - Shuffle the cards together.
 - Divide into teams of 3-5 people and "deal" each team an equal number of cards. Each group must develop a possible scenario, even if unlikely, of how the organization's mission and goals would be affected, assuming that the trends on their cards take place.
 - The whole group should review each "story" and answer the following questions:
 - 1) What threats or opportunities are highlighted?
 - 2) Which stakeholders are affected by this story and how?
 - 3) What strengths might we draw on to deal with this scenario?
 - 4) For threatening scenarios, what can be done to prevent this? How can positive scenarios be ensured?
 - 5) Can any threats become opportunities?

Information Review

Departments will review information that they feel will aid them in assessing current performance, identifying employee concerns and/or upcoming obstacles, etc. Reviewing information will allow departments to understand where they are in relation to departmental objectives. It will alert them to current issues of concern, and it may uncover issues that have not yet surfaced, but could be potential problems in the near future if not addressed.

Information sources

- ☐ Survey Results (Employee Input, Priorities, Internal Customer, Business Retention)
- ☐ Prior Business Plan
- ☐ Listen and Learn Meetings
- ☐ Past Performance Targets: Were set performance targets met?
- ☐ Internal Documents
- ☐ Financial Trends report in the budget plan
- ☐ Feedback from internal and external customers
- ☐ Any other sources unique to your department or that you feel would provide useful information
- ☐ Performance comparisons with other communities through ICMA. Can we improve? How?
- ☐ Results of environmental scan.

Step 3

Step 4

Opportunities and threats are long-term things the department can work toward; maybe 3 to 5 years down the road.

Discussion of Vision, Mission, and Values

This discussion of *Vision, Mission, and Values* is an opportunity to understand how actions at the departmental level relate to larger organizational goals.

Building upon Step 2, the department should discuss how current performance is contributing to the vision, mission, and values of the City. The discussion should focus on what the values mean to your department and how your department contributes to the City carrying out its mission.

Questions that can be asked

- ☐ How does our departmental mission relate to the City's mission statement?
- ☐ Does our mission statement need to be updated?
- ☐ How do we carry out our mission on a daily basis?
- ☐ How do we translate our values into daily activity?

Exercise

As a group, discuss decisions made by individuals, the department or the City which reflected the core values. Were there instances when the mission or values did not provide guidance for a decision? Use standard facilitation techniques.

Does the City's vision, mission, and core values cover the values/conditions the group has listed? If not, how should those elements be revised to include all important values?

Step 5

Intradepartmental Analysis

The *Intradepartmental Analysis* will focus on identifying what the department does well, where it could improve, what obstacles lie in the way, etc. In order to gather this information a SWOT analysis is useful.

The information that has been generated in the previous steps should provide a base that the department can build upon. The environmental scan identified potential external threats and opportunities. The information review may have indicated areas where the department is performing very well, or areas where the department could improve. The discussion of vision, mission, and values should help guide the department as it identifies weaknesses and opportunities. These weaknesses and opportunities should contribute not only to departmental goals, but also to larger organizational goals.

SWOT (to be conducted every other year)

- ☐ SWOT is used to generate and record the strengths, weaknesses, opportunities, and threats concerning a department. The analysis takes into

account the internal resources and capabilities (strengths and weakness), as well as factors external to the department (opportunities and threats).

- ❑ SWOT analysis should take into consideration trends and changing conditions within the world/country/state/community. These trends should be analyzed to identify worthwhile opportunities and emerging problems.
- ❑ SWOT should be considered in light of the values that were previously identified. (What strengths, weaknesses, opportunities, and threats will help or hinder our achievement of these values?)

Strengths

- What do we do well?
- What do other people see as our strengths?
- What are our advantages?
- What do we have going for us?

Weaknesses

- What could we improve?
- What are the things that we don't do as well as we could?
- What should we avoid?
- Consider strengths and weaknesses from your own point of view and from the point of view of people you deal with. Don't be modest - be realistic.
- With strengths and weaknesses, think short-term; take a day-to-day, week-to-week perspective.

Opportunities

- What are the good opportunities facing us?
- What are the trends we should be aware of?
- What are the areas where we have a real potential to shine?

Threats

- What obstacles do we face?
- What is our competition doing?
- Is changing technology threatening our position?
- What changes in our environment could harm us?
- What might we have to overcome to continue doing what we are doing, as well as move forward with the opportunities we identified?

Other questions to consider during this exercise

- ☐ How do we want customers to see us?
- ☐ How will we be able to tell what our customers think of us?
- ☐ How do we want other departments to see us?
- ☐ How will we know what other departments think of us?
- ☐ What is our perception of ourselves? What are our shared purposes? What inspires interest and passion?
- ☐ How do you feel about the power and involvement you have to carry out your work on a daily basis?
- ☐ Do you have sufficient resources available to you?
- ☐ Do you have ample opportunities to share information that will help others (both inside and outside your department)?
- ☐ Do you have a sense of ownership in your job?
- ☐ What can we do better to foster a sense of ownership, involvement, and power?
- ☐ What's the difference between what we're trying to accomplish and where we're at now?

Example of SWOT Analysis Results

<u>Strengths:</u> Customer Service Reputation Diversified Economy Location History Focused Vision	<u>Opportunities</u> Retention of Business Redevelopment of Land Enhanced Service Delivery Maintain "Small Town" Feel Diversity Training/Career Development
<u>Weaknesses</u> Increased Competition Decrease in Developable Land Unemployment Rate Revenue Stream Lack of Staffing Diversity	<u>Threats</u> Increased Service Expectation Increased Competition Aging Infrastructure Health Care Costs Less Productive Workforce

As illustrated by the dashed-lines, weaknesses usually become opportunities for improvement.

Step 6

Interdepartmental Communication

As opportunities or barriers to cooperation arise, departments should initiate ***Interdepartmental Communication*** to resolve these issues.

During the SWOT analysis, departments may have identified areas where cross-departmental processes or relationships could be improved. This step allows departments to explore these relationships and explore options to improving the current situation. Information generated in this step can be used in developing departmental objectives and strategies.

- ☐ Communication may be one-on-one, or a meeting with a larger group may be held, if necessary.
- ☐ Specific issues or the results of the SWOT analysis should be included in the discussion if it relates to the other departments.

Council Retreat

The **Council Retreat** is an opportunity for department directors to bring ideas and issues to the City Council members and receive their feedback. This feedback will aid department directors as they review citywide goals as well as individual departments as they develop their objectives.

The council retreat allows the department directors to take the information that has been collected thus far and present and discuss that which is of significant importance to the City Council.

Department Directors Review Citywide Goals

Citywide Goals provide a broad guidance of what we hope to accomplish. As departments develop their objectives, they refer to citywide goals in order to ensure they are contributing to them. This step allows directors to discuss the goals and modify them, if necessary, based on the information directors have gathered from their employees throughout the previous steps.

After the intradepartmental analysis, interdepartmental analysis, and council retreat, the department directors will review citywide goals to ensure they still are reflective of the City's philosophy.

Department directors should ask

- ☐ Do the goals need to be modified?
- ☐ How are we, as an organization, doing in achieving the goals?
- ☐ Are there goals that need to be added?

Develop Objectives, Strategies, Performance Targets and Action Steps

Objectives are targets for improved performance. They describe what will be accomplished. They are specific and time-bound statements of a desired accomplishment.

Strategies describe how the objective will be accomplished. They are specific courses of action that will be undertaken to accomplish an objective.

Performance targets are the indicators of the success or impact of a program or approach. They assess the effectiveness of activities aimed at producing desired outcomes.

Action Steps insure the implementation of strategies by detailing the necessary tasks, roles and responsibilities, and deadlines for each strategy.

Now that departments have collected data, analyzed strengths and weaknesses, discussed cross-departmental relationships and received feedback from the City

Step 7

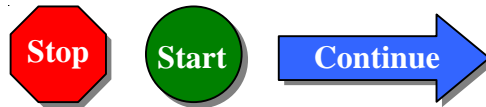
Step 8

Step 9

Council, it's time to develop objectives, strategies, performance targets and action steps.

Stop/Start/Continue Exercise

This exercise can be useful throughout the process of developing objectives, strategies, and performance measures.



- ☐ Discussion of what the department should "stop" doing, "start" doing, and "continue" doing in order to carry out their mission and accomplish the objectives they have set.
- ☐ Stop/Start/Continue provides a format for participants to negotiate behavior change with another group or within a group. The technique can be used between two people, within work groups, or among departments.

Strategies should be developed using all the information gathered from the previous five steps.

Objectives

Objectives are an operational element of an outcome and should almost always seek to increase, decrease, or maintain. This will help you to stay focused on improvements. Objectives can be written for the current year, next year, or the following two years. Generally, it is recommended to stay within this time frame and not go beyond four years.

Good objectives will be SMART. That is, they will be . . .

- ☐ *Specific:* Objectives should reflect the specific accomplishment desired; not ways to achieve them. All objectives should be capable of generating specific strategies or actions. An objective should also be detailed enough to be understandable.
- ☐ *Measurable:* See "Performance Targets" on page 61.
- ☐ *Aggressive but attainable:* If objectives are to be standards for achievement, they should challenge, but should not demand the impossible. The best objectives are those that stretch the capacities of people and programs but are, nonetheless, possible.

- ☐ **Result-oriented:** Objectives should specify progress toward the desired outcome; representing an accomplishment, not just an activity.
- ☐ **Time-bound:** Objectives should specify a time frame for accomplishment. Each objective should be attainable within a relatively short time period: from a few months to no more than three years. Objectives that would take longer to achieve are generally more manageable if they are divided into smaller pieces.

Strategies

Strategies describe how the objective will be accomplished versus *objectives* that describe what will be accomplished. Strategies are specific courses of action that will be undertaken to accomplish an objective.

Strategies are written to address each objective in your plan. To write a strategy, begin with an action word, include the month and year that the action will be completed, and the entity responsible for seeing that it is accomplished.

Questions to consider during the strategy development

- ☐ What is expected to be the impact of the strategies on the objectives?
- ☐ What are the anticipated costs and benefits of each strategy?
- ☐ Do we have the authorization to take the action outlined in each strategy?

Checklist for development of strategies...have these items been considered?

- ☐ External support for implementation of initiatives
- ☐ Partnerships
- ☐ Funding (Actions cost money.)
- ☐ Staff needs
- ☐ Research needed, or processes established to provide needed measures
- ☐ Mandates
- ☐ Operational/Planning aspects

Performance Targets

Performance targets are the indicators of the success or impact of a program or approach. They assess the effectiveness of activities aimed at producing desired outcomes. Performance targets developed for the Business Plan should be **Outcome** and **Efficiency** indicators.

Outcome Indicators:

Report the results being achieved. This includes survey results.

Examples:

- Percentage of citizens rating services satisfactory
- ISO fire insurance rating
- Percent of patients in full cardiac arrest who have a pulse upon delivery to a hospital

Some Action Words

<i>establish</i>	<i>survey</i>
<i>promote</i>	<i>select</i>
<i>prepare</i>	<i>analyze</i>
<i>develop</i>	<i>initiate</i>
<i>convene</i>	<i>create</i>
<i>investigate</i>	<i>move</i>
<i>appoint</i>	<i>distribute</i>
<i>locate</i>	<i>purchase</i>
<i>integrate</i>	<i>expand</i>
<i>automate</i>	<i>enhance</i>

Make sure the strategy

tells how you will

achieve the objective

it's under. Include

specific courses of

action - don't just

"collaborate" and

"cooperate."

- Percentage of crime cleared
- Percentage of streets rated acceptably cleaned

Efficiency Indicators:

Report a measure of the cost (dollars or employee hours) per unit of output or outcome.

Examples:

- Operating expenditures per \$100,000 of property protected.
- Cost per case assigned.
- Cost per crime cleared.
- Employee hours per crime cleared.

Following are some examples of performance targets:

Outcome Target:

Reduce the Priorities Survey rating for resident satisfaction on the question, "Making it easier to get information about city services" from 2.08 to 2.00 by fiscal year 2004.

(The performance target is the increase in the satisfaction rating of residents regarding getting information about the City over the specified time period.)

Efficiency Target:

Decrease the overall cost of medical claims by 5% (from \$1,850,000 to \$1,757,500) by fiscal year 2005.

(The performance target is the percent change in the overall cost of medical claims over the specified time period.)

Analysis of Performance Targets

Organizations/departments must analyze and understand performance data in order for outcome and efficiency measures to be effectively used.

The following bullet points can be used to analyze organizational/departamental performance measures. This is meant to be flexible - the order and elements can, and should be, modified based on the specific objective being analyzed.

- ☐ Chart the Measure: It is useful to chart the measure showing base line and comparative data, if available.
- ☐ Why the Measure Is Important: Explain why this measure was chosen. For outcome measures, why is it important and what impact does it have on the public?

- ❑ **Trend Analysis:** Discuss what an analysis of the baseline data reveals. Explain movements in the baseline data.
- ❑ **How Do We Compare to Others:** Compare the organization's baseline data to national, state, or regional data. ICMA benchmarking will allow for this comparison.
- ❑ **Factors Influencing the Measure:** Explain which internal or external factors have, or could have, an influence on the measure.
- ❑ **What Works:** Identify what activities, approaches, initiatives are having the greatest impact on the measure. Successful approaches should be supported by empirical data.
- ❑ **Concerns:** Explain what, in the current or future environment, may have a negative impact on the measure.
- ❑ **Description of Measure:** It is important to document specifically how an outcome or objective is measured and its data source.

Performance Targets: Some Guidelines and Cautionary Tales

1. Use data-driven benchmarks to set targets for objectives when possible. Consider past performance and ask, "Can we do better?" Consider the performance of others when it is fair to make comparisons or use identified standards when they exist.
2. Monitor progress on performance regularly. Use a periodic review (for example, in a monthly or quarterly staff meeting) to show people how they are doing. Don't wait for the annual review of the strategic plan to determine if remedial action is needed.
3. Study your performance data. Break out data by person (consider age and other demographic characteristics), place (compare geographic regions or urban vs. rural areas), and time (look for variations throughout the year or at other intervals as appropriate).
4. Don't panic if your data shows poor performance. Ask for, and offer, explanations. Factors beyond your control can affect performance. Determine what can be done differently. It's okay to constructively confront substandard performance. If you do not, you sanction it and limit your opportunities to improve.
5. Be careful that performance measures do not create the wrong incentives. For example, if the focus is on the number of cases processed, employees might have the incentive to accept only the easiest cases in order to generate the highest ratings. A balance of measures can help overcome this potential shortcoming.

6. Make an effort to understand what's driving the measures you're tracking. If reports of elder abuse are going up, does that reflect more abuse or the success of a campaign to raise awareness of adult abuse? If the number of citations issued is going up, does that reflect more violations or more vigorous enforcement efforts? If hospitalizations for a particular condition are decreasing, does that reflect an improvement in the condition or a change in policy on the part of the hospital or managed care organization?
7. Do not generate too many performance measures. Generate performance measures freely during brainstorming, but then identify those few that are most important for measuring your department's performance. Too many indicators may lead to confusion or a lack of focus. Too many indicators can also create data collection and analysis overload. There need not be a performance target for each strategy. Performance targets should indicate that the objective is being achieved.
8. Preserve historical performance information. By preserving your historical performance data, it is possible to see trends, demonstrate progress, and help identify situations that need correction. Historical data is most valuable when it is consistently defined over time. Preserve the definitions used; they may help explain apparent changes in indicators.

Action Steps

Action Steps insure the implementation of strategies by detailing the necessary steps, roles and responsibilities, and deadlines for each strategy. These steps create a clear understanding of what needs to be done, when, why and by whom.

- ☐ Each strategy should have action step(s). Action steps should cover a period of one year or less.
- ☐ Action steps are the key to the Business Plan. If each action step is completed, then each strategy will be implemented, and, hopefully, each objective will be achieved. If all the objectives are achieved, then the City is more likely to address its goals.

Example: Department A

Objective 1

Strategy A

Action step 1a.1

Action step 1a.2

Action step 1a.3

Strategy B

Action step 1b.1

Action step 1b.2

Action step 1b.3

Action step 1b.4

Strategy C

Action step 1c.1

Action step 1c.2

- ☐ Action steps are the necessary tasks to implement the strategy. The roles and responsibilities of employees involved, and related deadlines should also be included for each step. The following format can be used:

Objective:		
Strategy:		
Action Steps	Responsible Employee(s)/Contractor	Deadline
•	•	•
•	•	•
•	•	•
•	•	•

- ☐ The number of action steps and employees (or contractors) involved will vary depending on the complexity of the strategy. There should be a deadline for each step.

Checklist for objectives, strategies, performance targets and action step development:

Objectives

- ☐ Represent incremental steps necessary to achieve citywide goals
- ☐ Are clear to what you intend to accomplish
- ☐ Begin with a directional verb (increase, decrease, maintain)
- ☐ Are realistic and attainable (but are also aggressive)

Strategies

- ☐ Further delineate how a department will achieve an objective
- ☐ Establish milestones toward the general

Performance targets

- ☐ Contain specific measurements such as percents or numbers
- ☐ Are Outcome and Efficiency indicators
- ☐ Are not your activities! (those are "how" or "strategies")
- ☐ Are the achievements you want to attain

Action steps

- ☐ Are included in each strategy
- ☐ Identify tasks, responsible employees and deadlines
- ☐ Are logical - if all steps are completed, the strategy will be implemented

Step 10

Business Plan Presentations

Business Plan Presentations will take place in early December and be conducted in the council chambers. City council members will be invited to attend the presentation. The purpose of the presentation is to inform other departments, as well as the city council, the plans you have developed for the upcoming years. It is also an opportunity to communicate to others your performance over the past year (did you achieve set performance levels?).

Business plan presentations represent the culmination of all prior steps. The format of the presentation will be left up to the individual department, however, the following components should be included:

- ☐ Departmental Vision
- ☐ Departmental Mission
- ☐ Core Values (if they are separate from the City's overall core values).
- ☐ Prior year performance measures and results (were set standards met?)
- ☐ New objectives, strategies, and performance measures (focus should be on new programs or efforts, not maintenance items)

Step 11

Process Evaluation

After completing the previous steps, employees should reflect on the process and determine how it can be improved for the next year.

After the Business Plan is completed, those involved in its creation should meet and discuss the process. The following questions should be answered:

- ☐ How can the process be improved?
- ☐ Were any steps unnecessary? Should any steps be improved?
- ☐ What worked particularly well for our department?
- ☐ Did we have the necessary information?

The "Stop, Start, Continue" exercise described in Step 9 can be used to facilitate this discussion. Results should be reported by each Director at a designated Department Director meeting so that they can be evaluated and changes can be agreed upon and implemented.

Summary

Business Plan Process Overview and Timeline

Mid-October

- 1) "Why are we doing this?" - Brief review of the Business Plan and the purpose it serves.
- 2) Environmental Scan (every other year; same year as SWOT; should be conducted in August)

3) Information Review:

- Survey
- Business Plan
- Listen and Learn Meetings
- Performance Measures: Were set performance measures met?
- Internal Documents/Information Sources

Early-November

- 4) Discussion of Vision, Mission, and Core Values.
- 5) Intradepartmental Analysis (SWOT Analysis every other year)
- 6) Interdepartmental Communication
- 7) Council Retreat
- 8) Department Directors Review Citywide Goals
 - Do the goals need to be modified?
 - How are we doing in achieving the goals?
 - Are there goals that need to be added?

Mid- to Late-November

- 9) Develop Objectives, Strategies, and Performance Measures ("Start, Stop, Continue" exercise).

Early-December

- 10) Business Plan Presentations

January

- 11) Process Evaluation

Notes

Plans are only good intentions
unless they immediately degenerate into hard work.
- Peter Drucker, Author and Consultant